



## The Influence of Entrepreneurial Orientation and Market Orientation on Marketing Performance through Competitive Advantage

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## INTRODUCTION

Small and medium-sized enterprises (SMEs) are independent enterprise that have managed to produce their own products and can compete with competitors on a small to medium scale (Manalu & Adzimatinur, 2024 ;Manalu et al., 2023). Fried Onion SMEs, in particular, have grown rapidly in Kuningan Regency, especially in the districts of Sindangagung and Garawangi. In the last three years, specifically in 2019, 2020, and 2021, the fried onion SMEs in these two districts experienced a decline in sales turnover in 2020 and 2021, reaching a decrease of 6.66% to 18.5%. This decline is due to a decrease in consumer demand, both directly and through the company as the market.

This research aims to analyze indirect and the direct effects of entrepreneurial mindset and market-driven approach on marketing effectiveness through competitive edge. Result by Merakati et al. (2017) explained that “market orientation and entrepreneurial orientation yield a positive and significant impact, both directly and indirectly, on marketing performance through competitive advantage” (Rahmantya & Djazuli, 2019; Darmawan et al., 2021; Wiharno et al., 2023; Maulana et al., 2023). This contrasts with the research by Fadhillah et al. (2021), found that “entrepreneurial orientation does not impact competitive advantage (i.e., there is no indirect effect) but does have a direct effect on marketing performance”.

Table 1. Sales Data of Fried Onion SMEs in Two Districts of Kuningan Regency

IKM Name	Year	Production Capacity (ton)	Sales (Rp)
Cakra	2019	10	270.000.000
	2020	10	220.000.000
	2021	11	250.000.000
Nuri	2019	160	750.000.000
	2020	120	700.000.000
	2021	150	730.000.000
Sari Wangi Jaya	2019	24	432.000.000
	2020	24	480.000.000
	2021	25	575.000.000
Mustika Wangi	2019	36	540.000.000
	2020	12	180.000.000
	2021	24	360.000.000
Sariwangi Jaya	2019	240	600.000.000
	2020	150	520.000.000
	2021	150	520.000.000

Source: Result of Observation 27.01.2021

## LITERATURE REVIEW

### Entrepreneurial Orientation

Entrepreneurial orientation is the ability of an organization that aids in the development of unique organizational resources and positional advantages that affect performance (Muchtolifah, 2005). Orientation as an organizational or company culture is assessed as efficient and effective in designing behaviors necessary to ensure top-tier value for the customer and exhibit high-level performance for the company. Entrepreneurial orientation is an important thing of being successful organization, and achieving

entrepreneurial profitability will result in better performance matched to those that do not adopt it (Taylor, 2013; Iskandar, 2019). According to (Aji, 2014; Manalu et al., 2023), “entrepreneurial orientation can be measured by the following indicators: (1) Ability to innovate, (2) Willingness to take risks, and (3) Proactiveness”.

## **Market Orientation**

Market orientation is the realization of marketing theory that can give superior value to consumers (Kotler, 2005). “The concept of market orientation is viewed as a culture, particularly effective and efficient in creating superior value for customers through customer orientation, competitor orientation, and inter-functional coordination (Narver & Slater, 1990; Harjadi & Fatmasari, 2017; Harjadi et al., 2019; Harjadi & Fatimah, 2021; Harjadi & Gunardi, 2022; Harjadi et al., 2023)”. Market orientation places interests of customers and requires a full knowledge of what customers need to design services or products that deliver outstanding value. “Competitor orientation involves gathering information about competitors to help the company reposition its offerings for future survival, and inter-functional coordination implies that all departments in a business must work well together in all aspects of operations” (Narver & Slater, 1990). Following Narver & Slater (1990), “market orientation can be measured by the following indicators: (1) Competitor orientation, (2) Inter-functional coordination, and (3) Customer orientation”.

## **Marketing Performance**

Marketing performance is a theory for estimate business goals in the market of a goods (Khamidah, 2005). Ferdinand (2000) states that good marketing performance is expressed in three key metrics: sales value, market share, and sales growth, which ultimately lead to the company's profitability. “Marketing performance as an effort to measure the level of performance includes sales turnover, number of buyers, profits, and sales growth” (Hutagalung, 2008). According to Kusuma & Purwaningsih (2015), “marketing performance can be measured by the following indicators: (1) Capital growth, (2) Sales growth, (3) Profit growth, and (4) Market growth”.

## **Competitive Advantage**

Competitive advantage is a company development of value product that a company can offer to customers (Dirgantoro, 2010; Gunawan & Wachyuni, 2020; Yunengsih et al., 2023; Iskandar et al., 2024). Hajar & Sukaatmadja (2016) define competitive advantage as a plan to outperform competitors. By implementing the right marketing strategy and paying attention to every action of competitors, a company can achieve superiority. According to Hajar & Sukaatmadja (2016), competitive advantage can be measured by the following indicators: (1) Competitive pricing, (2) Opportunity exploration, (3) Defense against competitive threats, (4) Flexibility, and (5) Customer relationships.

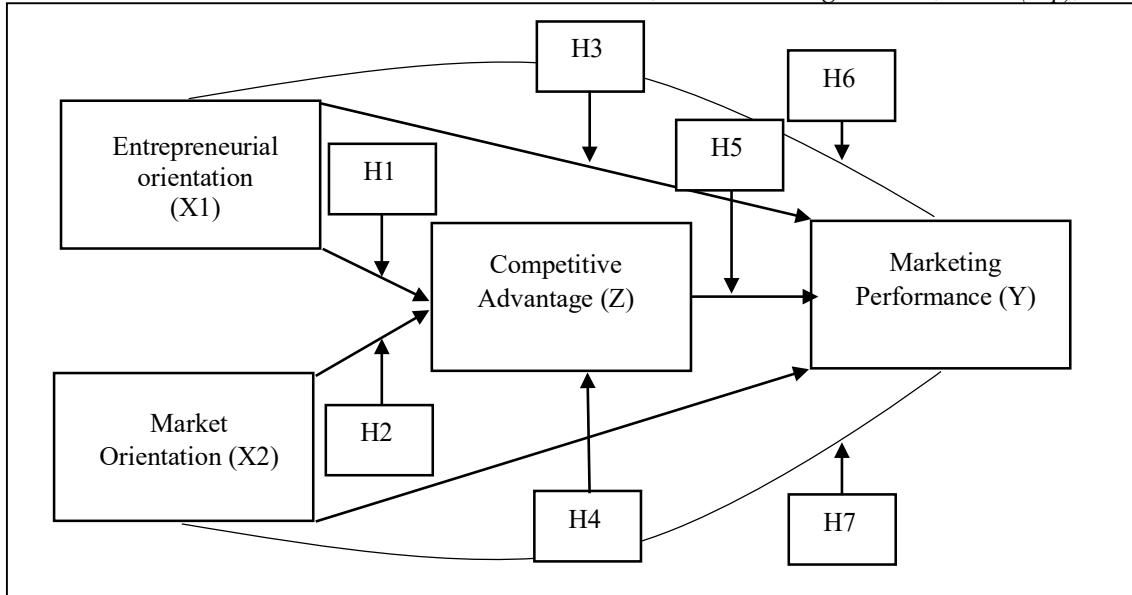


Figure 1. Research Paradigm  
 Source : Data processed 2024

Referred to the theoretical framework, the hypotheses established in this study are:

- H1 : The positive impact of entrepreneurial orientation on competitive advantage.
- H2 : The positive impact of market orientation on competitive advantage.
- H3 : The positive impact of entrepreneurial orientation on marketing performance.
- H4 : The positive impact of market orientation on marketing performance.
- H5 : The positive impact of competitive advantage on marketing performance.
- H6 : The positive impact of entrepreneurial orientation on marketing performance through competitive advantage.
- H7 : The positive impact of market orientation on marketing performance through competitive advantage.

## RESEARCH METHOD

This study employs a quantitative method and saturated sampling technique. Data analysis is conducted using path analysis to examine both direct and indirect effects, and the Sobel test is used to determine the impact of mediating variables. The respondents in this study include 35 entrepreneur involved in the fried onion SMEs in Sindangagung and Garawangi Districts.

## RESULT AND DISCUSSION

### Data Quality Validity Test

1. Analysis of Validity Test for Entrepreneurial Orientation (X1)  
 According to the validity test results, all items for the entrepreneurial orientation variable (X1) had  $r_{count} > r_{table}$  of 0.334. Thus, all items for variable X1 are declared valid.
2. Analysis of Validity Test for Market Orientation (X2)  
 According to the validity test results, all items for the market orientation variable (X2) had  $r_{count} > r_{table}$  of 0.334. Thus, all items for variable X2 are declared valid.
3. Analysis of Validity Test Marketing Performance (Y)  
 According to the validity test results, all items for the marketing performance variable had  $r_{count} > r_{table}$  of 0.334. Thus, all items for variable Y are declared valid.

#### 4. Analysis of Validity Test for Competitive Advantage (Z)

According to the validity test results, all items for the competitive advantage variable (Z) had  $r$  count  $>$   $r$  table of 0.334. Thus, all items for variable Z are declared valid.

### Reliability Test

Table 2 Results Reability Test

Variable	Cronbach's Alpha	Keterangan
(X1)	0.723	Reliable
(X2)	0.687	Reliable
(Y)	0.742	Reliable
(Z)	0.693	Reliable

Source : SPSS 23 questionnaire test data processing

Reffering to the table, it has seen that all states for the research variables yield Cronbach's Alpha values  $> 0.60$ . So, can be inferred that all item statements for the variables in this research are considered reliable.

### Classic Assumption Test Normality Test

The outcomes of normality test are detailed in the table provided:

Table 3. Kolmogorov Smirnov Technique Normality Test Results

N	35	
	.0000000	2.22024772 .051
Normal Parameters <sup>a,b</sup>	Mean	
Most Extreme Differences	Std. Deviation	
	Absolute	
	Positive	.044
	Negative	-.051 .051
Test Statistic		
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source : Output SPSS 23

Referring to the table 3, the outcomes of normality test showed an Asym. Sig. (2-tailed) value of  $0.200 > 0.05$ . It can be inferred the data distributed normally and meets the normality assumption, making it suitable for use in the study.

### Multicolinearity Test

The outcomes of multicolinearity test are detailed in the table provided:

Table 4. Result Multicollinearity I

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	41.423	.450	5.900	7.021	.000		1.595
Entrepreneurial Orientation		.168	.481	2.683	.011	.627	
Market Orientation	.174	.188	.166	.927	.361	.627	1.595

Source : Output SPSS 23

Table 5. Result Multicollinearity Test II

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	20.595	9.574		2.151	.039		
Entrepreneurial Orientation	.856	.189	.747	4.533	.000	.512	1.954
Market Orientation	.115	.194	.090	.594	.557	.611	1.638
Competitive Advantage	-.113	.180	-.093	-.630	.534	.644	1.553

Source : Output SPSS 23

Reffering to the table, the outcomes of test multicollinearity test showed that all variables has Tolerance values  $> 0.10$ , and the VIF calculations also indicate that all variables have VIF values  $< 10$ . Thus, it can be inferred that the models in equations I and II are free from multicollinearity issues among the variables.

### Path Analysis Data Analysis Techniques

Table 6. Model I Path Analysis Test Results

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	41.423	5.900		7.021	.000
Entrepreneurial Orientation	.450	.168	.481	2.683	.011
Market Orientation	.174	.188	.166	.927	.361

Source : Output SPSS 23

Table 7. Model II Path Analysis Test Results

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	20.595	9.574		2.151	.039
Entrepreneurial Orientation	.856	.189	.747	4.533	.000
Market Orientation	.115	.194	.090	.594	.557
Keunggulan Bersaing	-.113	.180	-.093	-.630	.534

Source : Output SPSS 23

So the complete path substructure is obtained as follows:

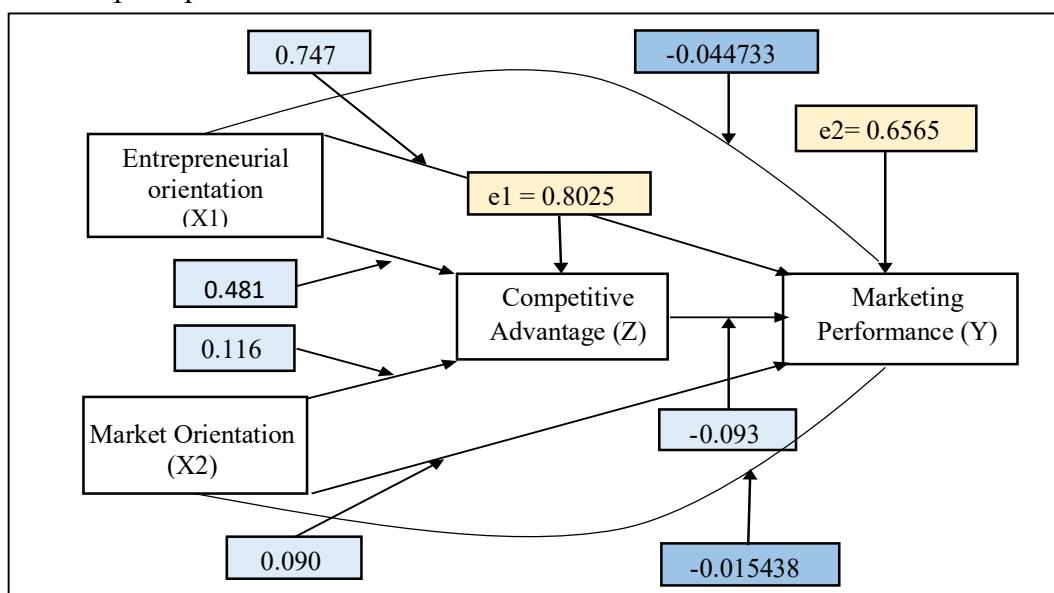


Figure 2 Complete Path Model Sub Structure

Source : Data processed 2024

Looking up the outcomes of the path analysis tests for Models I and II, the indirect and direct impacts are as follows:

1. Direct Influence

The impact of entrepreneurial orientation on competitive advantage is 0.481.

The impact of market orientation on competitive advantage is 0.116.

The impact of entrepreneurial orientation on marketing performance is 0.747.

The impact of market orientation on marketing performance is 0.090.

The impact of competitive advantage on marketing performance is -0.093.

2. Indirect Influence

The impact of entrepreneurial orientation on marketing performance used competitive advantage is -0.044733.

The impact of market orientation on marketing performance used competitive advantage is -0.015438.

### Sobel Test

The sobel test outcomes are calculated as follows:

$$Rumus : Z = \frac{ab}{\sqrt{(b^2SE_a^2) + (a^2SE_b^2)}}$$

The impact of mediating the competitive advantage among entrepreneurial orientation and marketing performance resulted in a Z score of -0.6457. This implies that competitive advantage can not intervening the correlation among entrepreneurial orientation and marketing performance; in fact, it has a negative impact. As entrepreneurial orientation increases, marketing performance decreases used competitive advantage.

$$Z = \frac{0.450 \times -0.113}{\sqrt{(-0.113^2 \times 0.168^2) + (0.450^2 \times 0.180^2)}}$$

$$Z = \frac{-0.05085}{\sqrt{0.00620}}$$

$$Z = \frac{-0.05085}{0.07874}$$

$$Z = -0.6457$$

The implications of competitive advantage among Customer focus and Marketing effectiveness yielded a Z value of -0.8622. This implies that competitive advantage can not intervening the correlation among market orientation and marketing performance; in fact, it has a negative impact. Thus, as market orientation increases, marketing performance tends to decrease used the mechanism of competitive advantage.

$$Z = \frac{0.174 \times -0.113}{\sqrt{(-0.113^2 \times 0.188^2) + (0.174^2 \times 0.180^2)}}$$

$$Z = \frac{-0.01966}{\sqrt{0.00053}}$$

$$Z = \frac{-0.01966}{0.02280}$$

$$Z = -0.8622$$

## DISCUSSION

### 1) Direct Influence

Entrepreneurial Orientation on Competitive Advantage (0.481): The direct impact of entrepreneurial orientation on competitive advantage is significant, with a coefficient of 0.481. This indicates that higher entrepreneurial orientation strongly contributes to enhancing competitive advantage. Firms that are proactive, innovative, and willing to take risks tend to develop unique capabilities that set them apart from competitors, thereby improving their competitive position.

Market Orientation on Competitive Advantage (0.116): The impact of market orientation on competitive advantage is positive but much smaller, with a coefficient of 0.116. This suggests that while understanding and responding to market needs is beneficial, it may not be as strong a driver of competitive advantage as entrepreneurial orientation. This could imply that market orientation alone is not enough to significantly differentiate a firm from its competitors.

Entrepreneurial Orientation on Marketing Performance (0.747): The direct effect of entrepreneurial orientation on marketing performance is substantial, with a coefficient of 0.747. This strong positive relationship indicates that entrepreneurial firms, by leveraging their innovative and risk-taking capabilities, are likely to achieve superior marketing outcomes such as higher sales, market share, and customer satisfaction.

Market Orientation on Marketing Performance (0.090): The direct impact of market orientation on marketing performance is minimal, with a coefficient of 0.090. This weak relationship suggests that merely focusing on understanding and meeting customer needs may not be sufficient to drive significant improvements in marketing performance. Other factors, such as the firm's entrepreneurial capabilities, may play a more critical role.

Competitive Advantage on Marketing Performance (-0.093): Surprisingly, the relationship between competitive advantage and marketing performance is negative, with a coefficient of -0.093. This negative influence could indicate that while a firm may have a competitive advantage, it does not necessarily translate into better marketing performance. Possible explanations could include overemphasis on competitive positioning at the expense of customer-centric strategies or market misalignment.

### 2) Indirect Influence

Entrepreneurial Orientation on Marketing Performance via Competitive Advantage (-0.044733): The indirect effect of entrepreneurial orientation on marketing performance through competitive advantage is negative, with a coefficient of -0.044733. This suggests that while entrepreneurial orientation positively influences competitive advantage, the translation of this advantage into marketing performance may be hindered. It could imply that competitive advantages gained through entrepreneurial efforts are not being fully leveraged or are being negated by other factors, leading to a reduction in overall marketing performance (Akhmaddhian, 2020; Fitriani & Wulandari, 2021).

Market Orientation on Marketing Performance via Competitive Advantage (-0.015438): Similarly, the indirect effect of market orientation on marketing performance through competitive advantage is negative, with a coefficient of -0.015438. This further reinforces the idea that competitive advantage, as an intervening variable, may not be effectively enhancing marketing performance (arraniri et al, 2024). The weak impact of market orientation on competitive advantage, combined with this negative indirect effect, suggests that the alignment

## CONCLUSIONS

Following the research findings and path analysis conducted using SPSS 23 and the Sobel test, concerning “the impact of entrepreneurial orientation and market orientation on marketing performance through competitive advantage (survey of fried onion SMEs in Kuningan Regency)”, the following conclusions were drawn:

1. Entrepreneurial approach yield has significantly positive impact on competitive advantage, implies that as entrepreneurial orientation increases fried onion SMEs in Kuningan Regency, their competitive advantage also increases.
2. Market orientation yield a positive but not significant impact on competitive advantage, implies that while market orientation positively impacts competitive advantage if fried onion SMEs can enhance their market orientation, this impact is not accompanied by aggressive actions to boost market orientation.
3. Entrepreneurial orientation yield a positive and significant impact on marketing performance, meaning that as entrepreneurial orientation increases in the fried onion SMEs in Kuningan Regency, their marketing performance also improves.
4. Market orientation yield a positive but not significant impacts on marketing performance, implies that while market orientation positively impacts marketing performance if the fried onion SMEs can take positive actions leading to improved marketing performance, they have not yet impactively enhanced their market orientation.
5. Competitive advantage does not impact marketing performance, meaning that the level of competition in the fried onion SMEs in Kuningan Regency can not affect their marketing performance.
6. Entrepreneurial orientation has no impact on marketing performance using competitive advantage, meaning that competitive advantage does not serve impactively as mediator in the correlation among entrepreneurial orientation and marketing performance.
7. Market orientation has no impact on marketing performance using competitive advantage, meaning that competitive advantage does not serve impactively as mediator in the correlation among market orientation and marketing performance.

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